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The Influence of Ethnic Group Work Culture on Organizational Performance: The Moderating Effect of Organizational Culture

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Abstract: The purpose of this study is to investigate the influence of ethnic group work culture on organizational performance among three major ethnic group that from various departments and units of Kaduna state public service, secondly, to explore the moderating effect of organizational culture on the relationship between ethnic group work culture and performance. A sample of 205 directors and unit heads from the various departments and units of Kaduna state public service. A web-based survey were used to generated data and data analysis using partial least square (PLS) path modeling. The study revealed that the ethnic group work culture was found positively and significantly affect organizational performance. In same vain the moderating effect of organizational culture on the relationship between ethnic group work culture and organizational performance was full moderated.

Key words: Ethnic group, work culture, Organizational Culture, Organizational Performance

1. Introduction

The organizational performance has been creating a vast amount of discussion among research, practitioners, educators, and policy makers, also capture the interest of both private and public organizations for increase the global competitive advantages (McFarland, 2008; Hensmans et al., 2013; Park et al., 2013). This organizational performance has been view as organization that engage in to achieve both financial and non-financial results that are extremely improve better than peer collectively for a long period time, by engaged into a disciplined method which is really matter to the organizations (de Waal, 2012), not only for the succeed to thrive in difficult circumstances. Several theories have been derived for the consultants and scholars towards effective organization through successful business and service delivery practices. For instance, the scientific management theory have highlight the vital role of organizational culture (Weber 1906); similarly, Drucker and Van de Ven (2005) emphases the support of employee behavior to

organizational policies; meanwhile, Deming (1986) have make serious stressed on measuring organizational members, processes and outcomes.

Evidence from the existence literature indicated that Waal (2012) have conducted a survey research on high organizational performance and organizational effectiveness and administered 290 practitioner and academic in the period of ten years among bad organizations around the world. The framework was successively tested in various African content (de Waal and Chachage, 2011; de Waal et al., 2014), and various Asian (de Waal et al., 2009; de Waal and Frijns, 2011; de Waal and Haas, 2013; de Waal and Tan Akaraborworn, 2013), Middle Eastern (de Waal and Sultan, 2012) countries and North-American (de Waal, 2012a), European (de Waal, 2012a) setting. The survey research have revealed that both of western and non-western countries have effected in different type of cultures in the process of achieve high organizational performance (Aluko, 2003).

However, the above mention seem indicated that organizational performance framework are generally useful in the several nations. This indicates the important of

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organizations to engage into improve high organizational performance in order to maintain the global competition. But yet, the most neglected factor that has been abounded in the literature is concern of ethnic group work culture disparate of difference of culture. Because, mostly in African context the organizational member came from different backgrounds, community, families and sometime ethnic group and races with different type of style, attitude, value, belief and behavior to accomplish high organizational performance at a workplace. Thus, this organizations are require to manage and coordinate those member who are from different background through a very efficient and effective organizational culture that centralize behavior in order to achieve high organizational performance (Harrison & Spoke 1992; Mullins, 2000; Robbins, Judge, Millett, & Boyle, 2013). The organization most become central merger of organizational members together in a common platform to dealing with their behavior and attitude in a systematic way in which no any single member from different culture background to feel sense of neglected irrespective of cultural differences.

2. Empirical Research on Culture

The empirical studies on culture can be found in earlier culture studies (Alavi, Kayworth, & Leidner, 2005; Buckley, 1967; Steenkamp, 2001; Weber, 1930). Furthermore, Wilkins and Ouch (1983) argued concept of "clan" organization, and also discovered the hypothetical condition in which clans culture be more effect and efficient in form of organizations. Peter and waterman (1982) recognized culture characteristic as successful organization and built "theory" of excellence, and it's has caused much argument (Aupperle et al, 1986; Carroll 1983; Van de ven, 1983). A study by Greet Hofstede, seem culture model within cross-cultural communication, and development. Further, describers the effects society's culture value on its members of organizations, and also how these value relate to behavior by using structure analysis derived (Adeoye, Blessing, Tomei & Lawrence, 2004). Later on Hofstede established his models by using factors analysis to survey world-wide employee's value result between 1967 and 1973 in IBW. The theory recommended four dimensions which culture value could be analyzed, which include Uncertainty avoidance, Individualism-[Type here]

collectivism, Power distance (strength hierarchy) and masculinity-femininity. Later Hong Kong independent research led Hofstede add fifth dimension which is Long-term Orientation for cover aspect of value not discussed in original paradigm. In the early 2010 Hofstede added sixth dimension which related to self-restraint (Indulgence). Dension (1984), using survey-basic culture measures, showed that perceived involvement and participation of organizational members to predicted current and future performance. Similarly, Gordon, (1985) has emphases that high and low performance companies in the banking and utilities industries had different culture profile. Schein (1992) has view culture into three perceptive which are (Artifact, Espoused value, and Basic assumption value. Further, defined culture as pattern of shared basic assumption that the group learned how to resolve its problems of external adoption or internal integration, which to be taught the new member correct way to perceived, think, and feel in relation to other problems (Schein, 1996).

Similary, study by Kotter and Heskett, (1992) identify analysis between adoptive culture, strong culture, and effectiveness culture. Barned (1986), Camerer and Verpsalaine (1988) view culture from economical perception and defined conditions that might influence efficient and effective culture. Saffraold (1988) study criticized the literature on culture strength, normative integration, and also argue the development more sophisticated theory of performance culture. Other study by Gordon and DiTomas (1992) emphasis on further empirical support on culture strength and conscience value on performance in the insurance industry. Quinn (2003) consider to be most important authority in the field of change management world-wide on his contribution of competitive value framework, which consist four models (Rational goal, internal process, open system, and human relations. Later associated with kim Cameron to identify four types of culture which include (Clan, Hierarchy, market and Adhocracy culture).

However, from the review of literature indicated that culture has been widely and multidimensional model, that is next to impossible deal with its in single research. Therefore, the current research intended to examine organizational culture, ethnic group work culture and organizational performance. In the view of culture train Hofstede model as generally accepted and most comprehensive framework that related

to national culture or/and ethnic culture value and it's has been extensively criticized (Allon, 2008). Hofstede (1980) showed that national culture may affect managerial behavior, by influencing managers to support organizational values that are in conformity with the basic assumptions and beliefs they acquire and develop in their particular cultural contexts.

3. Theoretical background

In social identity people of similar attraction come together to forme in group seeing themselves as superior to others (out-group) outside their group (Tafjei & Turner, 1985). Hofstede (1980) national cultural dimension also take into cognizance the similarity and differences that exist between cultures thereby inventing a model known as cultural dimensions. He stated that there is similarity of judgments, belief, and behavior among people of same culture from the research he carried out for IBM across forty countries. Hofstede's cultural model among other models is the most widely used framework. This model can aid understanding of ways people communicate between themselves as well as help determine suitable management styles in a particular situation and job setting. Hofstede's outline five different criteria for defining national cultures which are referred to as "dimensions" and they occur in nearly all possible combinations (Aluko, 2003). Similarly, Ming-Yi (2006) re-examined and carried out same study as that of Hofstede (1984) on Taiwan and the United States. In the construction industry, Ang and Ofori (2001) and Bredillet et al. (2010) confirmed that the industry is being influenced by national culture; both at local and international levels. This idea is the bedrock of a theoretical basis of evaluating people's differing behavior of an ethnically diverse society. Manager's consciousness of differences in culture from one nation to another will assist him in managing efficiently diversity in organisation (Ali, 2006). From these emerged originally four cultural dimensions Power distance; Masculinity/Feminility; Collectivism/ Individualism; and uncertainty avoidance which managers can adopt as a managerial style to manage people from different nationality. However Aluko (2003) in Nigeria adopted this in his research work on impact of culture on textiles companies in Lagos, Kano and Delta States. The cultural dimensions of the key ethnic groups were determined and the impact of the ethnic

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groups' national cultural dimension on their work performance analyzed.

3.1 Power Distance

Power distance, is the degree to which unequal distribution of power and wealth is tolerated. It can be known by the level of hierarchy in workplaces and distance between social strata. It is about the power disparity between superiors and subordinates in organization. In high power distance organizations, there is a wide gap between superiors and subordinates; this makes it difficult or almost impossible for the subordinates to present their ideas which may be useful to the progress of the organization in term of success and productivity.

3.2 Uncertainty Avoidance

Uncertainty avoidance is basically about people's tolerance of uncertainty. It refers to how much people are scared or frightened by uncertain events or situations. It also has to do with how people will deal with the future whether events are within their control or beyond their control. Looking at high uncertainty avoidance organizations, there are more documented rules so as to reduce uncertainty whereas in a low uncertainty avoidance organizations, there are less written rules and customs.

3.3 Individualism

Individualism-collectivism is a measure of whether people want to work alone as individuals or collectively as a team. It shows the degree of group integration people with high sense of individualistic values cared more of self-actualization and career progress in the organization, while those with low individualistic values cared more of organizational benefits more than their own personal interests. In a collectivist society, people work mostly as members of a lasting and cohesive group or organization with absolute loyalties to the group.

3.4 Masculinity

Masculinity refers to gender roles in organizations. In high masculinity organizations, fewer women can attain higher-level position and get a better-paying job. On the other hand in low masculinity organizations, women can aspire to any level of professional attainment. Some women

have great abilities, may be more than some men and could perform per excellence if given the opportunity in their organizations, hence the need to look away from gender disparity and concentrate more on performance, professionalism and productivity.

4. Conclusion

The different value and belief based on organizational members to interrelate with one another for enhance high organizational performance, because culture merger organizational members together in a common platform to dealing with their behavior and attitude in a systematic way in which no any single member feel sense of neglected irrespective of differences. In more than 60 organizational research survey 7600 small business and companies' performance between the periods of 1999-2007 have been evaluated.

The positive association between culture and performance enhance perfect improving positive result to organization. The organizational performance has a strong impact on organizational culture as it leads to influence productivity. The norms and values of organization based upon different cultures influence on work force management. In an organization strong culture enables to effective and efficient management of work force. The common path for making perfect use of resources in same cultural association helps in positive development of organization. On basis of particular conditions organizational culture is helpful in improving and providing competitive edge. The commitment of group efficiency helps in improving organizational performance based upon organization sustainability. The nature and power of organization culture influence upon sustainability and effective of organization.

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